The Individual Placement and Support Model

Evidence Based Employment Strategy

Cost Effective Long-Term Solutions to Family Self Sufficiency
• How does IPS fit into the current economic conditions with target populations?
• What is The Individual Placement and Support Model (IPS)?
• How to Integrate IPS into the Current Service Delivery Model
• Staffing Plans
• Ongoing Monitoring to Meet Fidelity Measures
• Evidence Based Model with Over 30 Years of Success
• Our Local Level Success with Breaking Barriers

Outcomes for Todays’ Presentation
Current Economic Conditions

2.7%
Valerio

The Faces of Success

Mark

Erwin

Workforce.org
• Shifting Culture
• Changing attitudes
• Participant Advocacy
• Tiered Level of Service Delivery Determined During Initial Intake Screenings
• Work First Position is Expanded to Include IPS Model
Originally developed through Dartmouth University in the 1980’s to address the need for employment services for people with Serious Mental Illness.

Employment as a critical part of recovery.

Employment leads to higher self esteem, greater community involvement, reduced hospitalizations, reduced substance abuse, less need for government assistance.

Evidenced based through multiple studies throughout the world.

Introduction to Individual Placement and Support (IPS)
Target Populations Include:

- TANF Recipients
- Substance Dependent Individuals
- Individuals with Mental or Physical Disabilities
- Homeless
- Veterans
• Zero Exclusion Criteria
• Integrated Vocational and Mental Health Teams
• Competitive Employment
• Benefits Counseling
• Rapid Job Search
• Time Unlimited Supports
• Client Preference
• Services in the Community
• All Vocational Services Provided by Employment Specialist

8 Key Principles in the IPS Model
Zero Exclusion Criteria

- Flexibility to set the parameters of your program enrollments
- Those with disabilities are the most suited for the program
- Anyone with multiple barriers can benefit including those who are homeless, have substance abuse issues, a traumatic background etc.
- The key is that someone with a mental illness and/or physical disability would be offered a place in the program.

8 Key Principles in the IPS Model
Integrated Vocational and Mental Health Teams

- Adapt the model from integrated with clinical mental health professionals to a workforce based model (SDWP)
- TANF is not integrated however can work closely with referral partners for mental health referrals on team based case management
- Considering that many clients can work even when attending group or individual counseling.
- Employment has been proven to be a critical part of recovery for many experiencing mental health issues

8 Key Principles in the IPS Model
Competitive Employment

• Focus on competitive integrated employment only
• Not focused on subsidized employment opportunities
• Job Development out in the community in the participants chosen field and location
• One on one advocacy by the assigned Employment Specialist for the participant in the chosen field with the chosen employer

8 Key Principles in the IPS Model
Benefits Counseling

• Trained, knowledgeable staff provides information to the client about the overall benefits of employment vs benefits

• Plans developed with Goals focusing on Family Self Sufficiency

• Setting budgets and providing wrap around services around housing and other responsibilities

• Participant can anticipate funding and avoid overpayments

8 Key Principles in the IPS Model

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Rapid Job Search

• Key factor in maintaining high fidelity is getting participants in front of employers within 30 days.

• Closely tracked measure to ensure clients gain the experience and confidence of meeting with employers face to face

• Employment specialists can and usually will accompany participants to these employment meetings

• Builds self confidence and lowers inhibitions about joining the workforce

8 Key Principles in the IPS Model
Time Unlimited Supports

• For TANF this will mean that the participant can continue to receive services from the employment specialist through the duration of their eligibility for TANF.

• Clients can go inactive for many reasons, temporary medical leave, extenuating circumstances. Inactive status can align with temporary exemptions.

• The ability to build rapport with the assigned employment specialist over time is critical to success for many of the participants who may be a part of multiple systems over time.

8 Key Principles in the IPS Model
Client Preference

• Participants lead the goals and decision making throughout the process

• Empowerment and accountability is built into the IPS model. Participants choices in employment placements create longevity in retention

• Clients work more often, almost 2 to 1 than other vocational programs, work more hours, and stay employed longer.

8 Key Principles in the IPS Model
Services in the Community

• Employment Specialist spend 65% of their time in the field
• They meet participants where they are. Local parks, other programs and appointments, and most importantly in local community employment opportunities
• Connecting clients with employers and resources
• This can be an organizations biggest challenge with shifting cultures. Employees being out of the office is critical to high success rates

8 Key Principles in the IPS Model
All Vocational Services Provided by Employment Specialist

• In the IPS model there is not a separation between the case manager (employment counselor or employment case manager) and the job developer.

• This is one position – The Employment Specialist. Traditionally these roles have been split.

• Traditional job development has not been successful when not targeted to the participants needs. Working around individual child care schedules, transportation, and the clients experience and education to find targeted jobs is time intensive.

• When one person knows all of the barriers and the strengths of the participant, job development is much more effective.

8 Key Principles in the IPS Model
• As Fidelity Increases, Employment Rates Increase

• Each of you has a current system

• Take a few minutes to think about which of these principles would easily incorporate to your program

• Which would be more difficult

How does this apply to you?
• The team approach avoids duplication of services

• Example:
  – Participant works with one employment specialist for case management and job development out in the field. They also integrate services with their mental health provider and substance abuse treatment provider. This wrap around service proves to be more effective than individual services
• Difference in current staffing vs. IPS Model

• Employment Specialists Role is dual in that they are case managers and job developers for the individual participant

• Services are from start to finish

### Staffing Adjustments

<table>
<thead>
<tr>
<th>Custom Research Service</th>
<th>ECM</th>
<th>ES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Management</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Job Development</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Integrated Service Model</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Resource Referrals</td>
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<td>X</td>
</tr>
<tr>
<td>Building Employer Relationships in the Community</td>
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<td>X</td>
</tr>
<tr>
<td>Large case loads</td>
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<td></td>
</tr>
<tr>
<td>Develop individual employment plans with client</td>
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At orientation each individual adult is screened for mental health and substance abuse needs as well as Learning Disability needs.

Would be a great time to assess level of service delivery needed for individual participants.

Many participants have multiple layers of barriers that can overlap for service delivery.

**Tiered Levels of Service**

<table>
<thead>
<tr>
<th>Level of Service at Intake</th>
<th>Traditional Services</th>
<th>IPS</th>
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<tbody>
<tr>
<td>Low Barriers</td>
<td>JOB SEARCH</td>
<td></td>
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<tr>
<td>Language Needs</td>
<td>ESL</td>
<td></td>
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<tr>
<td>Educational Barriers</td>
<td>GED or Diploma Program</td>
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<tr>
<td>Mental Health Barriers</td>
<td>Counseling Services Referral</td>
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<tr>
<td>Substance Abuse History</td>
<td>SAS Referral</td>
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<tr>
<td>Criminal Background</td>
<td>Expungement Clinic or Roi Supervision Agency</td>
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</tr>
<tr>
<td>Learning Disability</td>
<td>Referral for Educational Services</td>
<td>X</td>
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</tbody>
</table>
Employment Specialists perform job development and case management for caseloads under 25 participants.

An Employment Specialist Supervisor leads the team and ensures high fidelity measures are met with weekly supervision and supervision out in the field.

Managerial and Executive team support & build morale and create support necessary for the program to thrive.

Ongoing training, technical assistance and fidelity review monitoring guide the team to higher fidelity which in turn results in higher percentage of employment placements and retention.

Staffing Plans and Ongoing Support
• Employment Specialist (1 for every 25 active clients)

• Employment Specialist Supervisor (Low Case Load under 10 clients with the greatest needs, manages performance within the team). Weekly team and individual meetings to guide performance

• Dedicated technical assistance team to train staff and regularly perform fidelity reviews to guide performance

• An executive team and management team that support the level of service that IPS affords to the clients deemed eligible for the program

Staffing Plans and Ongoing Support
SDWP Training Model

- First 90-minute session to introduce IPS model and fidelity measures
- On site technical assistance to integrate IPS into the current service delivery model
- Second 90 minute follow up training to address concerns and celebrate successes
Fidelity Reviews occur at onset at least every 6 months until a good fidelity score of 95 or higher is achieved.

The purpose of fidelity reviews is to monitor how closely the site is coming to fidelity measures—the closer to fidelity, the better the employment outcomes will be.

Fidelity measures track the program outcomes beyond merely placements. It is a tool for staff on how to effectively gain more placements over time.

Ideally, two outside monitors should assess the site and independently score and provide feedback on how to improve in each area. As fidelity scores improve, placement and retentions increase.

Ongoing Fidelity Review Monitoring
Over 30 Years of Evidence Based Research

Workforce.org
Breaking Barriers San Diego Employment Placement Results

- 530 Total clients receiving IPS program services in Random Control Assignment Study
- 290 of those were placed in competitive employment (54%)
- 238 of those placed retained employment for 30 days (82%)
- 141 still employed after 180 days (6 months) (48%)

Individualized Placements

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Individualized Placements

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Your Next Steps

• Consult with The San Diego Workforce Partnership to explore ways to integrate the IPS Model into Current Program Models

• Shifting Resources for Pilot Projects Throughout the State

• Maintaining Service Levels by continuum of staffing and oversight

• Increased Employment Outcomes and Family Self Sufficiency Across the Program

What’s Next?
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